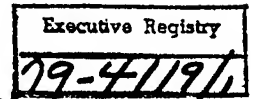


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ERS 79-3392

31 MAY 1979



MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: Harry E. Fitzwater  
Director of Personnel

SUBJECT: Personnel Initiatives

REFERENCE: DCI Memo to DDCI, dated 22 May 1979, Same Subject

The following responses are keyed to the referent memorandum:

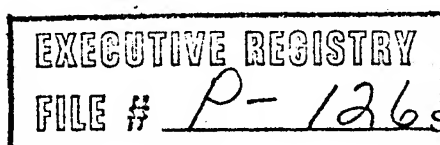
Paragraph a.:

1. As you are aware, I am attempting to significantly augment our effort in manpower planning and analysis by forming a small planning staff reporting directly to me. Although manpower planning and analysis are considered one of the highest priorities for the Office of Personnel, my efforts have been stymied by the unavailability of qualified personnel and other demanding requirements. On 1 June, [redacted] a highly qualified statistical analyst, will be relieved from other duties to devote full time to this effort. We have recently acquired an operations research analyst who is researching manpower planning models. He has found a model that is superior to our systems dynamics models and software is available for it. In addition, we are actively trying to obtain a junior analyst/programmer to augment the staff.

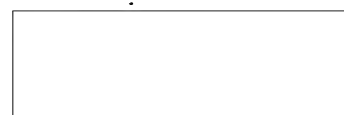
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2. Some progress has been made regardless of the above. This month we completed a computer simulation based on age distribution model--to assist the DDO in planning professional inputs for the next five years. The results have been shared with the DDO which has found them useful for sizing the new college graduate hiring program designed to supplement the CT Program. The basis for this simulation was a systems dynamics model developed by the Office of Personnel that utilized loss flows based on age profiles. The results of the simulation were checked against the information systems model which is a grade distribution model using loss estimators and sensitive to change in the age profile.

3. During July, we will update the five-year projections of promotion-flow based on computer simulations for each Directorate. These



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projections are used as a starting point in preparation for the promotion plans and goals for each of the Directorates.

4. It is our plan to continue with our modeling effort of the DDO and, if you agree, to eventually model the total Agency at a component level. It appears to me that this effort is more important to the Agency than NAPA, CSRA or other burning issues. We must be able to see where we are going and try to control our destiny so that humps in grades or ages and future rifts are not necessary. Also, the Office of Personnel must be able to answer management's questions regarding recruitment, promotion, and separation policies. The only way this can be done is through manpower analysis based on modeling.

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5. For your information, I have attached copies of papers prepared for the Operations Directorate and also an interesting example of another type of analysis, a recent paper prepared in connection with an EEO case.

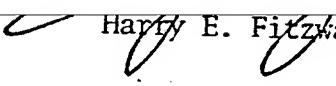
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Paragraph e.:

We have no current problem with respect to the Student Trainee and Graduate Intern Programs--they are popular, well received and more and more offices are becoming interested. Certainly, we should encourage as many as possible because it is an extremely productive mechanism for new hires. Thus, I support the Director's view that we should study what, if additional, programs of this type would make sense. Again, given the short time to think about this, it would seem to me that if we advertise the usefulness of the Student Trainee and Graduate Intern Programs or make it mandatory for offices to participate, we will have sufficient participation without having to create additional programs. We will add this to our action items to improve on the already high interest of offices.

[REDACTED] 25X1

  
Harry E. Fitzwater

[REDACTED] 25X1

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